



## Ottawa Police Service

INNOVATION AND  
INVESTMENT IN  
COMMUNITY SAFETY

**2016-2018 Business Plan**



WORKING DRAFT – JANUARY 25, 2016

# THANK YOU

The development of this Business Plan was truly a collaborative effort. We extend a special *Thank You* to all who have been involved – **your contributions matter**:

- Citizens of Ottawa who participated in the *Let's Chat: Priorities* community consultation and those who completed the 2015 Public Survey on Policing Services;
- Residents, youth, business, community stakeholders, city councillors, policing and community partners who provided input throughout;
- OPS members who expressed their thoughts and concerns during the process and to those who completed the 2015 Member Engagement Survey;
- Members of the Ottawa Police Services Board for their guidance, input and advice in the business planning process;
- Members of the OPS Executive Team for their ongoing leadership and support; and
- Members of the Business Plan development team whose ideas and valuable input built the Plan.

With the continued support of our Police Services Board, our dedicated sworn and civilian members, and in collaboration with our community partners, we will ensure the success of our Business Plan and the safety and security of our community.

## About This Publication

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# MESSAGE FROM THE BOARD CHAIR

On behalf of the Ottawa Police Services Board, it is my privilege to introduce the 2016-2018 Business Plan for the Ottawa Police Service. The goals and objectives in this Plan are the product of many months of collaborative work undertaken by engaged community partners, Ottawa residents, members of the Police Service and the Police Services Board. The Plan addresses the needs of our community, the Chief's priorities of guns and gangs, violence against women and traffic safety, and emerging challenges we will face over the next three years. In addition, the Plan supports the health, well-being and professional development of our Police Service members.

Our past accomplishments can be attributed to the hard work of police members and our close community partnerships. This document is a testament to that collaboration and reflects the ongoing commitment of the Board and the Service to improve public safety through transparency, accountability, relationship building, and partnerships with the community we serve.

Sincerely,



**Eli El-Chantiry**

Chair, Ottawa Police Services Board



# MESSAGE FROM THE CHIEF OF POLICE

I am pleased to introduce the Ottawa Police Service 2016-2018 Business Plan *Innovation and Investment in Community Safety*. It is a three-year plan of action that responds to community concerns, will help us achieve our vision of being a trusted partner in community safety, and will assist us in delivering effective policing service to the citizens of Ottawa.

Shifts in demographics, types of crime, the fiscal environment, our geographic mix, and a wide variety of international pressures all combine to create complex challenges for policing. As the Nation's Capital, Ottawa faces additional challenges, and our policing service must be positioned to respond. An example is preparation for the many events to celebrate Canada 2017.

This plan shapes and positions our organization to respond to these changes, and addresses pressing concerns within capacity constraints. It will help set the path for policing in our city over the next three years and lead us towards the safer community we desire. Together with the Police Services Board, we have identified three strategic priorities for the next three years: Community, Members, and Service. When reading this Plan, you will see four overarching themes that cut across these priorities: innovation, partnerships, risk management, and continuous improvement. By taking this approach in implementing this Plan, we will continue to build a safer community for everyone.

This Plan was developed through active participation and ongoing input received from residents, community partners and members of the Police Service. We look forward to continuing this positive dialogue as we move forward.



**Charles Bordeleau**  
Chief of Police



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# PURPOSE

The 2016-2018 Ottawa Police Service (OPS) Business Plan marks our seventh Business Plan since 1995, and has been prepared in accordance with the *Provincial Adequacy Standards Regulation* under the *Police Services Act* which requires Police Service Boards to prepare a business plan at least once every three years to ensure adequate and effective police services for the citizens of the community it serves.

This Business Plan helps us focus our efforts on priorities, successfully achieve our mandate and fulfill our legislative responsibilities. This Plan, with the theme of *Innovation and Investment in Community Safety*, provides a roadmap to guide our work, our decision-making, and allocation of resources between 2016 and 2018. It was developed to align with and respond to the needs of members, our partners, and the community, and reflects the changing policing context. The Plan is also designed to be flexible enough to evolve over time to adjust to changing community and policing needs, opportunities and challenges over the next few years.

This Business Plan introduces our updated Vision and Mission statements, and outlines our top organizational priorities, how we intend to work toward achieving these priorities, and how we will measure our success. While the Business Plan does not detail all that the OPS does to ensure the safety and security of our community 24 hours a day, seven days a week, and 365 days a year, it does provide an overview of the areas in which we will give special focus over the next three years.

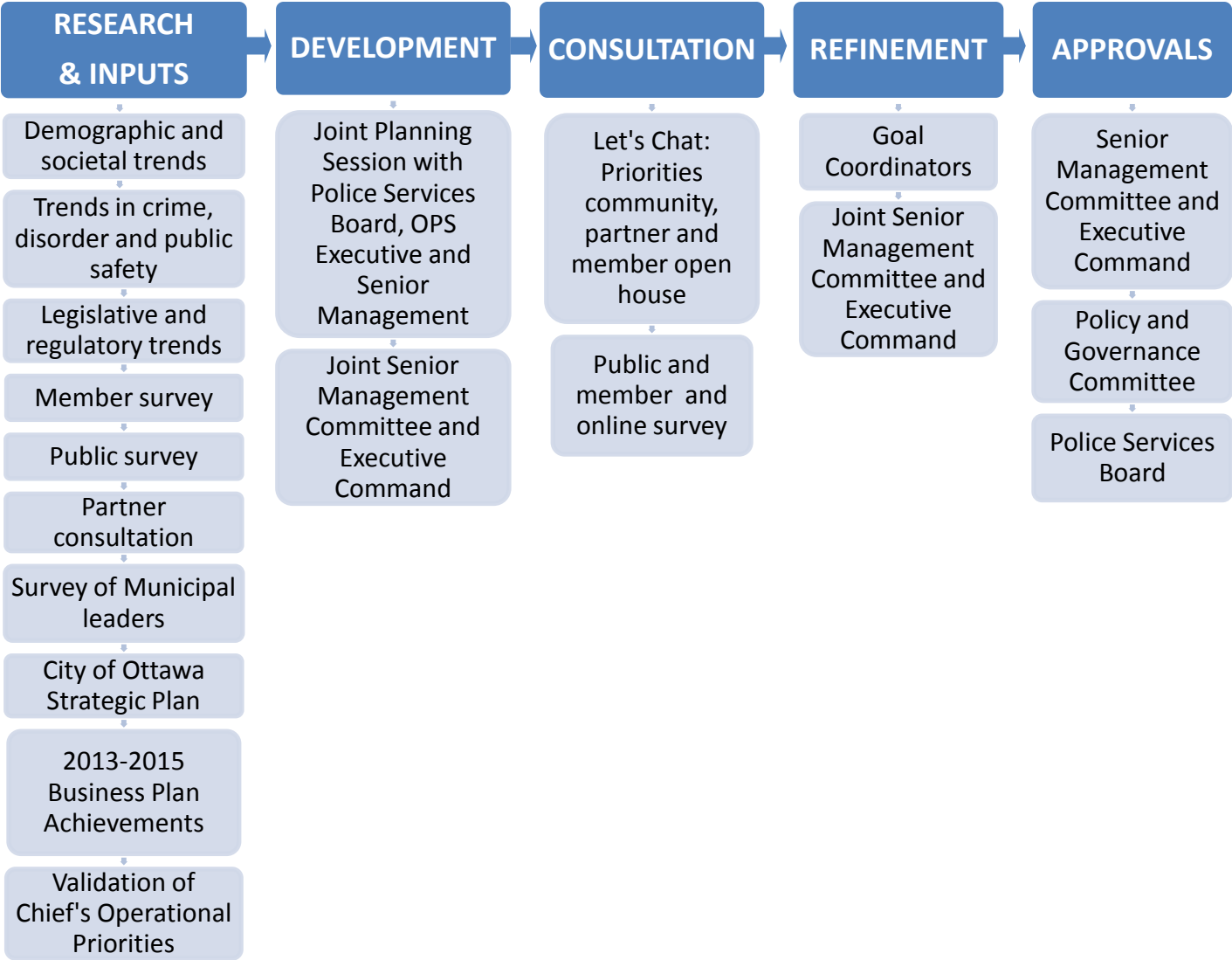
Success of this Plan will be a result of the dedication, creativity and enthusiasm of our employees, partners and volunteers.



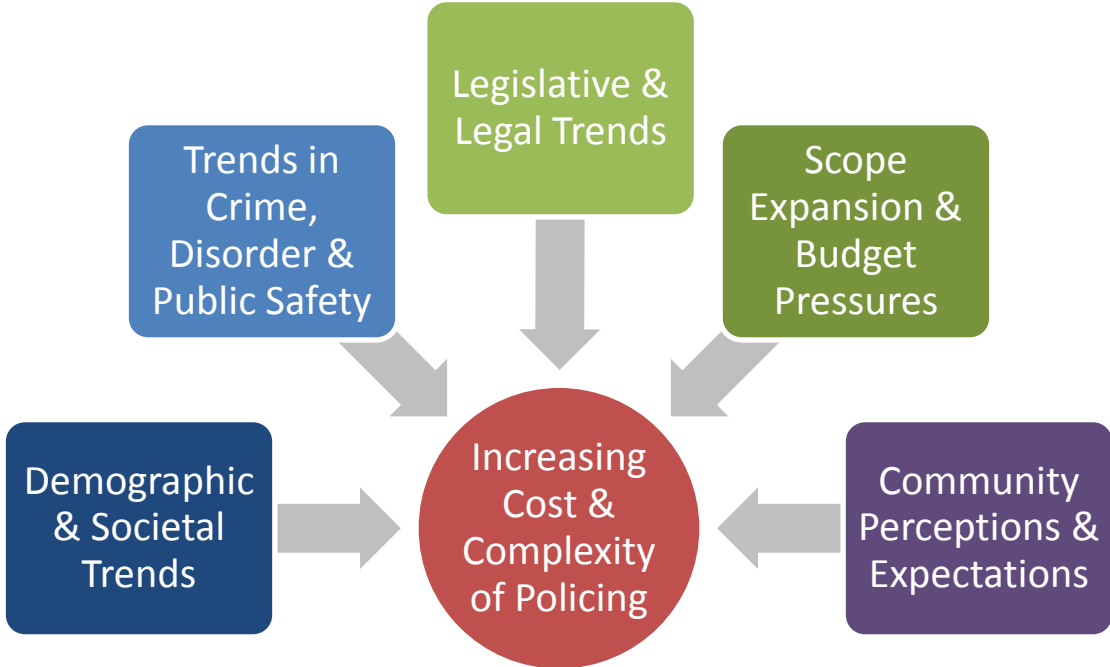
# PROCESS

The Business Plan for 2016-2018 is the result of a broad, wide-ranging, year-long consultation process that included a variety of inputs and milestones. In the preparation of this Plan, the following activities took place:

- Background Research and Environmental Scan (internal and external);
- Development of the Plan;
- Consultation on the Draft; and
- Finalization and Approval of the Plan.



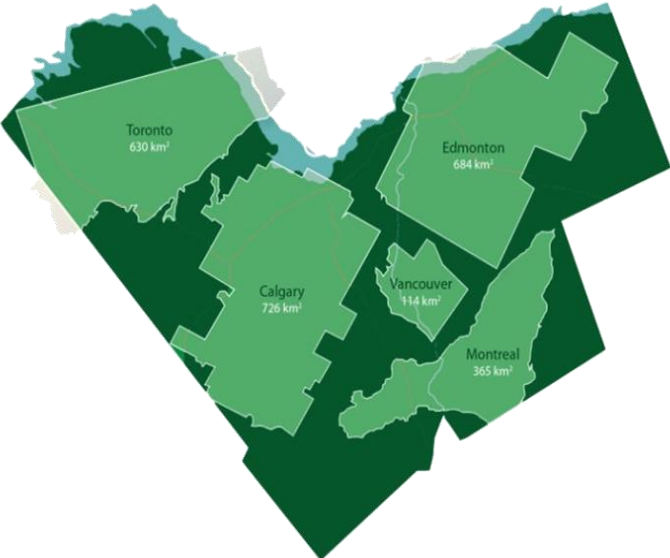
# POLICING CONTEXT



Policing across Canada continues to evolve into a highly sophisticated, resource intensive and complex profession in a dynamic environment. Various trends have contributed to this environment, and a snapshot is provided below.

## Demographic and Societal Trends

### Population Growth and Geographic Diversity



The City of Ottawa spans 90 km from east to west, with a land area of 2,796 km<sup>2</sup> which is bigger than the areas of Toronto, Calgary, Vancouver, Edmonton and Montreal combined; and almost 80% of Ottawa’s area is rural. This geographic diversity requires a service delivery model that balances the different needs between the rural, suburban and urban populations. Population growth, combined with the relatively static size of our police service has meant the number of residents supported by a police member has increased over time, and is above the average among other Ontario police services. Our resources are spread thin.



## Diversity

Ottawa's population is increasingly diverse in terms of race and ethnicity. One in four residents is an immigrant – a population that is growing twice as fast as the rest of the City's inhabitants, and Ottawa now has the fourth-largest visible minority population among Canadian cities. This diversity brings about opportunities as well as challenges, including the potential to impact communication, access to services, trust in police and reporting of crimes. It also means we need to invest in officer training, partnership and community engagement, and targeted recruitment efforts.

## Aging Population

The proportion of residents aged 65+ is expected to more than double between 2014 and 2031. By 2031 more than one in five residents will be over 65 years old. This could have a significant impact on crime and victimization patterns, and additional educational, outreach and crime-prevention efforts may be needed to protect this segment of the population who are more vulnerable to property crimes, fraud and elder abuse.



## Mental Health Issues



Contact between police and individuals with mental-health issues has been on the rise. Some estimates suggest that between 5% and one third of all police work in Canada involves individuals with mental illness, and it is estimated that 40% of incidents are not criminal in nature. This translates into a need for enhanced training for officers and for working in partnership with the mental-health system.

## Trends in Crime, Disorder and Public Safety

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### Crime Rate

Consistent with national trends – Ottawa’s overall crime rate, the incidence of most categories of crime, and the Crime Severity Index – continue to decline. However, there have been emerging and increasingly complex crime trends to contend with.

### Guns and Gangs



An increased number of shootings, most in connection with street gangs and the local drug trade have become the new reality in Ottawa. Gangs are a complex issue. Gang-related activities cause fear, destroy property, threaten community security, and drive out business. The gang problem affects all races, ethnicities, socio-economic classes and neighbourhoods. We know that a multifaceted solution that involves the entire community and our partners is the answer. To that end, we as a community need to address the broader social factors at play.

Effective anti-gang efforts begin with partnerships among parents, schools, law enforcement, religious institutions, community organizations, businesses and youth. And to successfully address the gang phenomenon, we need to develop a comprehensive gang strategy, involving several components: early identification of at risk individuals; education; prevention; diversion; suppression; exit strategies and community involvement; dedicated resources; and increased policing presence in areas most affected by gang activities.

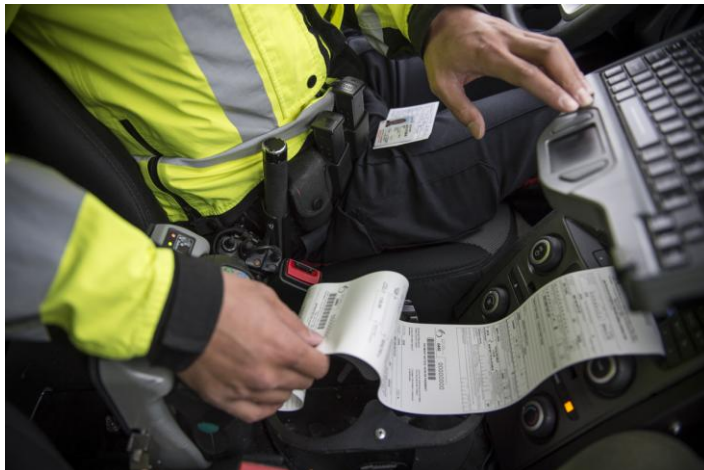
## Emerging Drug Trends

There has been a shift towards non-medical use of prescription and over-the-counter drugs, as well as the emergence of new drugs such as fentanyl, and new methods of using drugs such as juju joints and marijuana vapour lounges. The drug trade is very dynamic, with a continual evolution in the types of drugs in circulation, the dealers and networks in operation, and thus the continual monitoring of drug trends and identification of innovative and effective ways to intervene is both challenging and resource intensive.

Drug enforcement requires collaborative policing measures which often are cross-jurisdictional in nature in order to target drug trafficking networks and reduce the illegal flow of drugs entering the city. The Liberal government's platform to legalize marijuana use will also impact the training we provide our officers, and the scope of our policing services such as the need for more drug recognition in the field.



## Road and Traffic Safety



Speeding, distracted and aggressive driving continue to be an issue of concern for residents in Ottawa, and with 5,500 kilometers of roadways, ensuring safety on our streets is a challenge. Preventing or eliminating road deaths and serious injuries requires culture change, community engagement, education and awareness, the development of safe transportation strategies, and targeted enforcement. We will need to continue to address the issues in a variety of ways both alone and via partnerships to ensure roadways are safe for motorists, cyclists and pedestrians alike.

## Violence Against Women



Violence Against Women (VAW) is a serious and pervasive problem that crosses every culture, social boundary, and affects every community. Statistics Canada reports that one in three Canadian women have experienced sexual assault or psychological, emotional or physical abuse from males. While the underlying reasons for abuse are complex and beyond the scope of policing to resolve, we will continue to work in collaboration with our partners to reach out to victims, increase awareness, and change societal attitudes. We all have a role to play in the effort to end the violence.

## Terrorism

The threat of terrorism worldwide is ever-present, and threats to Canada's national security were recently highlighted by attacks in Montreal and Ottawa in 2014; as well as several thwarted attacks in recent years. Terrorism has traditionally been a matter of federal jurisdiction; however local police services are also involved in intelligence gathering, information sharing, communication with all levels of law enforcement and intelligence agencies – thus broadening the scope of responsibilities and adding to the complexity of policing.



## Public Order

As the nation's capital, Ottawa faces unique challenges to public safety and security, and we need to ensure operational readiness to deal with a wide array of issues. Each year, hundreds of planned and unplanned special events, festivals, protests, and demonstrations require intelligence gathering, threat assessments, and planning. A specific challenge for us during this business planning period will be the celebrations for Canada's 150th birthday.

# The Changing Landscape of Policing

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## Broadened Scope

The role of police continues to include responding to calls for service and investigating crime, but has broadened to include a greater emphasis on crime prevention. This has led to increased community development efforts and a greater focus on partnerships with community, health and social services agencies, the educational system, other law enforcement, and the criminal justice system.

## Multi-jurisdictional Investigations

Municipal police forces are taking an increased role in policing matters led by other agencies, such as cyber-crime, terrorism, human trafficking and major drug investigations. This has contributed to a strain on our resources. This cross-jurisdictional nature of many crimes makes investigations more complex and requires collaboration with other police and intelligence agencies.

## Legislative and Regulatory Requirements

A variety of new legislative and regulatory requirements have been introduced, including changing requirements to obtain warrants and guidelines for intelligence gathering tools such as street checks. The complexity and resources required for investigations, preparing reports and submitting evidence have also increased. We will need to continuously monitor legislative and regulatory changes, communicate the relevant changes to members, and make adjustments to policies, procedures and training. Examples of recently introduced and upcoming changes include new regulations regarding Street Checks and an update to the *Police Services Act*.



## Economics of Policing

The cost of policing has been increasing due to the combination of many factors including investments in technology and training, the increasing scope and complexity of policing, and increasing salary costs. This comes at the same time as there is increased pressure on municipal budgets (which are the primary funding source for policing). We therefore need to be efficient with our resources to ensure financial sustainability.

## Perceptions and Expectations

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### Community, City Officials, and Partners

While Ottawa residents generally continue to feel safe in their home and neighbourhood, many have the impression that crime has increased in the city overall and feel less safe in various public places such as downtown, in parks and bike pathways, and when using transit. The top crime and disorder concerns amongst both the public and City officials surveyed are related to driving (distracted and aggressive driving) at both the city and neighbourhood-level; while street gangs, gun violence, violence against women and sexual assault are also key concerns for the city. The public and City officials also stress the importance of maintaining or increasing officer visibility in neighbourhoods, building trust, as well as the importance of reaching out to youth and diverse communities.

There is low awareness among residents regarding many of OPS' programs, and thus a need for greater promotion. The majority of the public, partners and City officials are satisfied with OPS's performance and expressed a high level of confidence in OPS. While these results are consistent with a 2015 Statistics Canada report based on its study on public confidence in Canadian institutions conducted in 2013 and 2014, Statistics Canada also reports that Ottawa residents rate OPS's performance significantly above the national average in terms of being approachable and easy to talk to, ensuring the safety of citizens, promptly responding to calls, treating people fairly, enforcing the laws and providing information on crime prevention.



## Members

Though job satisfaction and pride in work and sense of accomplishment remain strong, the level of engagement has declined in recent years. The key drivers of this drop in engagement are related to staffing levels and widespread dissatisfaction with the Tenure Program (a transfer program for Sworn officers). We have taken initial steps to address these issues and we are committed to continue our efforts to strengthen member engagement.



Policing is acknowledged as one of the most stressful types of employment and has the potential for consequences to individual Member's physical, mental, emotional, spiritual and familial health. We will need to strengthen our commitment to address Member wellness and mental health.

## Chief's Operational Priorities

Reflecting the trends in demographics, crime, and the community's concerns, the Chief has identified three operational priorities: Guns and Gangs, Violence Against Women, and Road and Traffic Safety. Key senior leaders in the organization are championing these priorities and subsequent initiatives, and through coordinated planning, ensure they receive operational focus and that best practices are employed.

# VISION, MISSION & VALUES



Our **Vision** is forward looking and challenges the organization to reach a desired future state. The OPS aspires to be *a trusted partner in community safety*. Our vision statement has been adjusted to reflect our need to deliver services in a manner that earns the trust and respect of the community; to reflect the importance of working together with a variety of community partners to deliver services and respond to broad societal issues; and to recognize province-wide focus on community safety.

Our **Mission** is an expression of our purpose. We are committed *to protect the safety and security of our communities*. We impartially preserve life, property and peace in our communities.

*Honour, Courage* and *Service* are the fundamental **Values** that guide the actions, behaviours, and professional role of members of the OPS in achieving our vision and mission. Each Member of the OPS is committed to consistently set a positive, ethical example that contributes to the success of individual missions and the overall mandate of the OPS, by subscribing to the following principles: *Leadership; Honesty; Integrity; Professionalism; Duty; Respect; Compassion; Fairness; Loyalty; and Responsibility*.

## OPS VALUE CHAIN

Employee Engagement, Operational Performance and Customer Satisfaction all support each other in the OPS Value Chain, and together, they ultimately result in increased public safety and confidence.

The OPS Value Chain was an important consideration in the development of this 2016-2018 Business Plan.

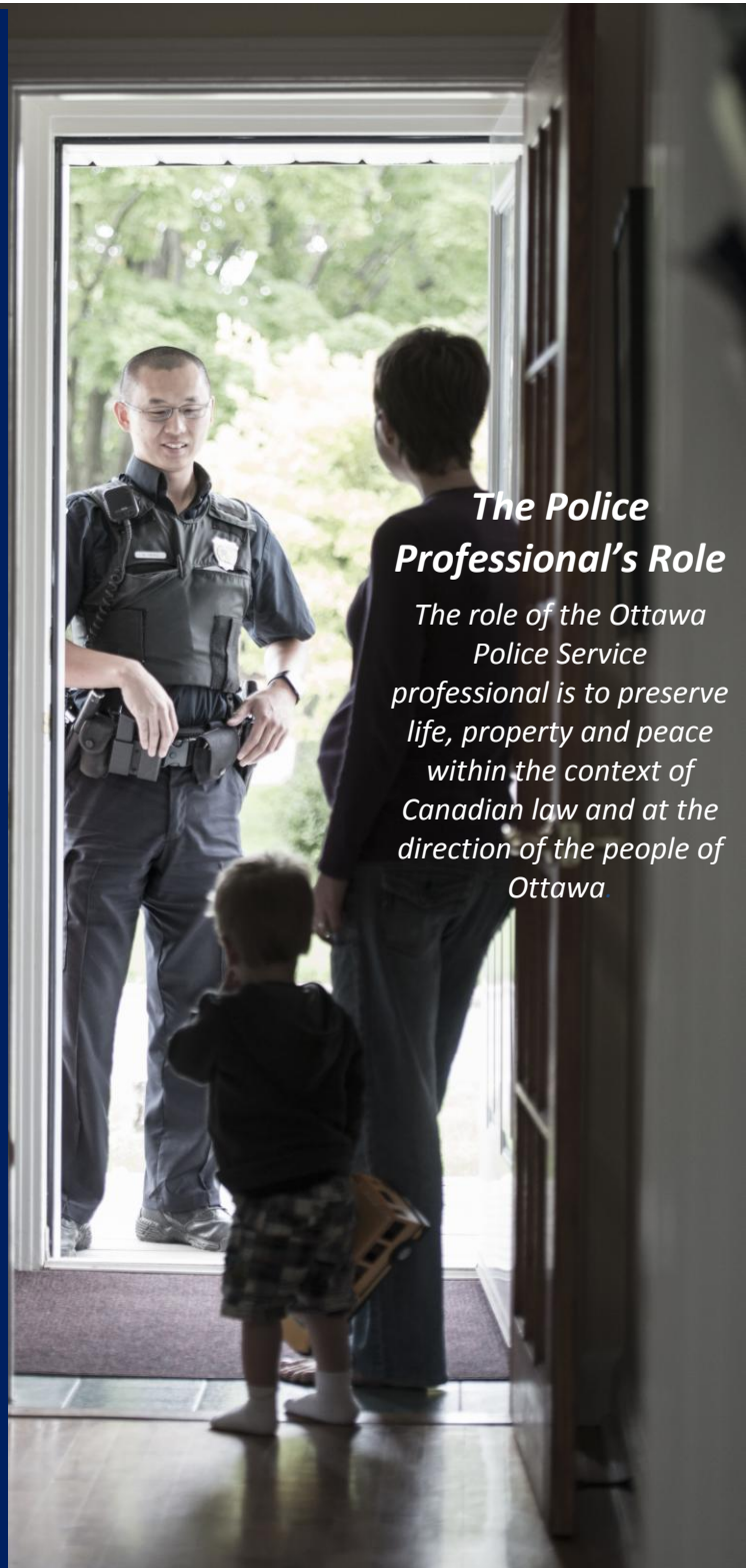




# PEEL'S NINE PRINCIPLES OF POLICING

1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties is dependent upon public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.
5. Police seek to preserve public favour not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Sir Robert Peel



## ***The Police Professional's Role***

*The role of the Ottawa  
Police Service  
professional is to preserve  
life, property and peace  
within the context of  
Canadian law and at the  
direction of the people of  
Ottawa*

# LOOKING THROUGH THE “E-D-I” LENS

Interweaving knowledge and awareness of Equity, Diversity and Inclusion (E-D-I) in our day-to-day work is essential to our success as a service organization. E-D-I has emerged as a worldwide practice, and the OPS will be integrating it into its business practices, processes, planning and culture. The E-D-I Lens is like a pair of glasses helping us to see things from a new perspective, and providing clear focus and a more complete view. It helps us incorporate a diversity of perspectives to strengthen the capacity of work teams, create a positive and respectful work environment, create a workforce and services representative of our diverse communities, and helps us address system barriers and inequities people face.



- **Equitable** – treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. Ensuring everyone has access to equal results and benefits.
- **Diverse** – drawing upon a wide range of experiences, perspectives and skills within a person, group or community to make our communities and workplaces richer.
- **Inclusive** – acknowledging and valuing people’s differences so we all have a sense belonging, acceptance and recognition as valued and contributed members of society.

## STRATEGIC PRIORITIES

Based on the synthesis of the inputs gathered through the business planning process, the Police Services Board has identified the following three strategic priorities which form the foundation of the 2016-2018 Business Plan:



COMMUNITY

- Working with our communities on our shared responsibility for safety



MEMBERS

- Engaging and investing in all our people



SERVICE

- Delivering service excellence through operations

These priorities provide strength and support for our Vision, and will be our focus and areas of accountability. These are the building blocks upon which the organization will stand during the next three years. These priorities are complementary, mutually supporting areas in which we are investing for a stronger, safer community.

The Chief’s three operational priorities are interwoven into each of these three strategic priorities.

## Accountability

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Our executive team comprising the Chief of Police, the two Deputy Chiefs and the Director General are jointly accountable for operationalizing the three strategic priorities and for achieving our goals and objectives. Further strengthening our implementation framework is the identification of a coordinator for each of the strategic goals, with oversight responsibility to ensure that progress is made, monitored and reported. They will coordinate input of others to identify the specific activities, initiatives and outcomes at the operational level, as well as identify interdependencies and horizontal linkages across the OPS to ensure success.

# COMMUNITY

*Working with our communities on our shared responsibility for safety*

Ottawa is made up of many diverse communities – either based on geographical location, or groups sharing something in common such as age, gender, race or ethnicity, sexual orientation, professional or socio-economic status, religion, culture, physical ability, or shared background or interest – and we work with, and provide service to them all.

The key to a safer community is an engaged, mobilized community that is prepared to act and work to help prevent and solve crime. Community safety is a shared responsibility.



We recognize the importance of working with our many community agencies, groups, professional organizations, the academic community, municipal and federal partners, and policing agencies at all levels to improve community well-being, safety and security through joint problem identification, analysis, response and evaluation. We will continue to explore, engage and invest in community partnerships that are mutually beneficial based on trust, mutual respect, capability and capacity. We will also expand successful programs that have proven to reduce crime, disorder and victimization through risk-based approaches.

Communication, outreach and education is essential for policing to be successful if the community does not understand how and why we do what we do; they are less likely to support our actions. By improving how we communicate with our partners, the community and our members, we will cultivate a culture of open communication, information sharing and mutual respect and understanding.

Community and police relationships are built one interaction at a time. We count on all Members to foster relationships and engage the community in their daily interactions thereby enhancing community relationships, improving service to the community, and ultimately inspiring trust and confidence in the OPS.

To make the best use of our scarce resources, we will prioritize our efforts based on need, and our organizational priorities, and will develop the supporting tools to do this effectively.

### Goal C1: An engaged, mobilized and supported community that is part of the solution

**Objective C1.1:** Build sustainable, strategic and collaborative community partnerships to identify problems, opportunities and solutions that support diverse community needs.

**Objective C1.2:** Increase impactful public engagement.

**Objective C1.3:** Increase promotion of community safety programs and services.

To achieve these objectives we will continue to work with our communities and partners, building on past efforts and working together to identify priorities and solutions. We will also align with and consistently apply provincial frameworks for community safety and crime prevention, develop criteria for assessing engagement opportunities, and continue to engage the public both formally and informally.

To measure our success we will utilize a variety of methods to track and assess our engagement efforts, monitor crime trends, overall reporting, public cooperation, complaint trends and calls for service. We will also work with our community partners on how we measure and report on our efforts.

### Goal C2: A police service that inspires trust and confidence

**Objective C2.1:** Increase public education and outreach on policing and police related issues.

**Objective C2.2:** Increase police visibility and non-incident related interactions with the public that is proactive and focussed on prevention.

**Objective C2.3:** Continue to foster a culture of mutual respect and understanding with community groups and partners.

To achieve these objectives we will continue to engage the public both formally and informally, leverage social media and other communication tools, consistently apply provincial regulations regarding programs that may raise concerns of bias, discrimination or profiling, and are taking steps to increase diversity within our membership.

To measure our success we will monitor public and partner satisfaction, event participation, and membership demographics.

### Goal C3: Reduction and prevention of crime, disorder and victimization through a risk-based approach

**Objective C3.1:** Strengthen tools to help prioritize and direct our policing activities.

**Objective C3.2:** Expand and enhance how we work with community organizations to address the risk factors that may lead to social disorder, harm, victimization and/or criminality.

**Objective C3.3:** Develop communication and outreach strategies and tools to share with and collect information from citizens and community-based organizations around specific crime and disorder priorities and incidents.

To achieve these objectives we will expand the MERIT program within the City, collect and make effective use of accurate and timely intelligence and crime information, research, assess and develop prioritization tools, and develop a tailored communications and messaging strategy for Ottawa.

To measure our success we will evaluate the quality and timeliness of data, and effectiveness of messaging and communications channels. We will also track the progress of the MERIT expansion and the development of a communications strategy.

# MEMBERS

## *Engaging and investing in all our people*

Our members represent our most valued resource, and as such, they must be engaged, developed and supported throughout their careers. In order to support our Members, we will build on the success of existing initiatives and develop new ones to enhance members' health and wellness, as well as their level of engagement.



The membership of the OPS – both civilian and sworn – defines what we do and who we are. We have high-calibre, professional and respected members who are proud to work for the organization. We depend on our Members to be the face of the organization, and to respond professionally and effectively at all times. Having a qualified, well-trained and engaged membership is essential to delivering optimal services to the residents of Ottawa.

Through leadership development, performance management, succession planning, and training and development, we strive to have a well-rounded, highly capable Membership that has opportunities for growth, while balancing the needs of the organization as well as the individual members. Over the next three years, we will design and implement a new member transfer program and will continue to maintain the job evaluation program to provide both sworn and civilian Members with opportunities to develop and enhance their skills. We will also use training and education to ensure that our Members have the appropriate skills to meet the changing nature of policing in our diverse community.

Having an appropriately resourced workforce that is reflective of the needs of our community is also key to meeting service demand and to supporting our Members. In each of the next three years, we intend to hire for attrition and growth.

Enabling exceptional people to do exceptional things requires a continued focus on their health and wellness. We will continue to dedicate resources to provide a supportive, inclusive and responsive working environment that promotes a healthy lifestyle, and promotes a culture of awareness and acceptance of both visible and invisible health and wellness issues. To achieve this, we will continue to provide and promote a variety of programs, including but not limited to the expansion of the *Real You* program, and will introduce resiliency and peer support coordinators.

Ensuring that our Members' top issues are addressed is a priority for the OPS. This includes increasing the frequency of Member engagement assessment, enhancing communication between all levels of the organization, and ensuring all Members can see a clear link between their work and the organization vision and priorities. We are committed to developing new strategies, initiatives and actions to improve the quality and frequency of member engagement, to celebrating successes, and to foster a culture of accountability.

Through these types of focused activities, our Members will be the best that they can be.

**Goal M1: An appropriately resourced, well rounded, highly capable membership that has opportunities for growth**

**Objective M1.1:** Balance the individual’s needs for professional growth with broader organizational needs through effective member staffing and transfer programs.

**Objective M1.2:** Enhance leadership and career development opportunities with training, education and expanded succession development.

**Objective M1.3:** Provide our Members with the staffing levels, skills, tools and resources necessary to meet the challenges and workload they face on the job.

To achieve these objectives, we will design and implement a new transfer program for sworn Members and continue to refine the transfer program for civilian Members. We will also provide our Members with education and training.

We will measure our success through Member feedback on areas of importance such as the transfer programs, workload pressures, career development and training opportunities.

**Goal M2: An organizational culture that understands and supports Member health and wellness**

**Objective M2.1:** Implement a systematic approach to developing and sustaining a psychologically health and safe workplace including adoption of the Mental Health Commission of Canada CSA National Standard.

**Objective M2.2:** Strengthen our understanding and support of health and wellness issues in the OPS through training and education.

**Objective M2.3:** Provide and promote the utilization of a variety of effective resiliency and peer support programs to support Members’ emotional, mental, physical, spiritual and familial health.

To achieve these objectives we will implement the Wellness Strategy including promoting and enhancing the *Real You* and other health and wellness programs, introducing resiliency and peer support coordinators, providing training and education, and implementing national standards. We will also establish a baseline for organizational wellness.

We will measure our success through compliance with the Mental Health Commission of Canada CSA National Standard, and by monitoring enrolment numbers in the Real You program and Member feedback regarding work/life balance and satisfaction with wellness programs.

**Goal M3: An engaged membership that feels their issues are being heard and addressed**

**Objective M3.1:** Improve Member engagement and job satisfaction

**Objective M3.2:** Enhance communication between all levels of the organization.

**Objective M3.3:** Ensure all Members can see a clear link between their work and the organizational vision and priorities.

To achieve these objectives we will assess engagement more frequently and develop and implement strategies to strengthen engagement, foster a culture of accountability and recognition, enhance communication tools, and provide updates on organizational vision, priorities, and progress.

We will measure our success by gathering Member input regarding engagement, job satisfaction, satisfaction with internal communication and understanding of their contribution to priorities, and by the number of employee engagement pulse-checks conducted.

**Goal M4: A diverse membership that better reflects the demographics of the communities we serve**

**Objective M4.1:** Increase, track and report on the pool of applicants and qualified candidates from diverse communities

**Objective M4.2:** Identify and remove systemic barriers that prevent candidates from succeeding

**Objective M4.3:** Identify and leverage new and emerging opportunities to hire and recruit

To achieve these objectives, we will continue to use innovative targeted recruitment efforts such as leveraging our community networks (e.g., Community Champions Program), womens' only sessions, and speed recruiting nights. We will also leverage direct entry opportunities from other police agencies.

We will measure our success by the size and demographics of the applicant pool, at various stages of the recruitment process, and the new recruit cohorts.



# SERVICE

## *Delivering service excellence through Operations*

We are dedicated to delivering the highest quality of police service for Ottawa residents, businesses and visitors to the city. The appropriate and high quality of service delivery is critical in the good relationship we enjoy with our communities. The services we provide must comply with legislative requirements, reflect and address the ever-evolving needs of the community, and be provided in a fiscally responsible manner to ensure sustainability.



The OPS has a statutory requirement to comply with the *Police Services Act* and all applicable regulations including Ontario Regulation 3/99: *Adequacy and Effectiveness of Police Services*. The Act requires us to provide the following policing services to the community: crime prevention; law enforcement; assistance to victims; public order maintenance; and emergency response services.

In response to financial pressures, increased demands due to complexity of crime and their investigations, and community expectations, as well as the operational reality of delivering police services that comply with legislative standards, we will continually review how we do business and how we allocate our resources in order to ensure our activities are fully aligned with the core areas of policing and effectively address the Chief's Operational Priorities (Guns and Gangs, Violence Against Women, and Traffic Safety). We will also assess our policies, procedures, plans and processes on an ongoing basis and address any gaps to ensure that sufficient guidance is provided to our members for both regular and exceptional operations. This will include updating the major event planning process to ensure public safety and security for large-scale events such as the upcoming Canada 2017 celebrations, as well as enhancing our business continuity plans to ensure continuity of operations in the case of unforeseen events that could cause service disruptions. We will also learn from events such as October 22, 2014 so that we continue to ensure our operational readiness.

We will also continue to look for opportunities for improvement to increase efficiency and effectiveness. Through the Service Initiative (Si), we will implement a new integrated operating model, and will continue to review its services aimed at identifying efficiencies, service improvements and new or alternative ways of doing business, as well as ensuring value for money, and ability to adapt to future trends in crime. This will include development and implementation of an integrated planning, capacity and performance measurement model which will increase our effectiveness as an organization.



We will also ensure our technology and workplace environment are adaptable to meet our needs as an organization. We will leverage technology and provide enhanced access and training for technology in order to improve our ability to reduce, prevent and respond to criminal activity, as well as to facilitate mobile working arrangements where appropriate. As our workplace demands change, new standards and long-term facilities plans must change as well to ensure we are positioned for success.

### Goal S1: Delivery of core policing services that reflect the needs of the community

<b>Objective S1.1:</b>	Enhance and communicate our efforts and resources to address the Chief's operational priorities: guns and gangs, violence against women, and traffic safety.
<b>Objective S1.2:</b>	Evaluate and ensure our activities are fully aligned with the core areas of policing and our communities.
<b>Objective S1.3:</b>	Ensure our policies, procedures and processes provide sufficient guidance to our members during regular and exceptional operations, including Canada 2017.

To achieve these objectives we will engage our partners and participate in provincial and national policing forums, to review and define the scope, reach and delivery method of our core services in an effort to enhance and maximize positive outcomes for all involved. We will also enhance education, awareness and prevention efforts in relation to the Chief's operational priorities, and assess and address gaps in policies, procedures and operational continuity plans.

We will measure success by monitoring the types and amounts of calls for service, formal and informal feedback via the various community groups we partner with, surveys both internal and external, crime trends, solvency and overall reporting, and by looking at the types and quantity of police complaints.

### Goal S2: A new and integrated approach to work life that reflects a changing workforce, supported by workplace innovation and technology

<b>Objective S2.1:</b>	Prepare for a modernized workplace that can adapt to future change.
<b>Objective S2.2:</b>	Improve our ability to prevent, detect and solve crimes by ensuring access to leading edge technology platforms, services and tools.
<b>Objective S2.3:</b>	Provide new kinds of work options that are both flexible and mobile.

To achieve these objectives we will conduct best practice research and develop modernized workplace standards, update the long-term facilities plan, leverage quality data to make evidence based decisions, develop and start the implementation of an IT Roadmap, and develop tools, policies and procedures to facilitate mobile work arrangements as appropriate.

We will measure success by having an updated facilities strategic plan, implementation of workplace standards, partial implementation of an IT Roadmap, and increased usage of leading edge technology.

### Goal S3: A policing model that is sustainable and adaptable for the future

<b>Objective S3.1:</b>	Implement the Service Initiative (SI) integrated operating model.
<b>Objective S3.2:</b>	Support a culture of innovation and business transformation that contributes to established SI outcomes.
<b>Objective S3.3:</b>	Develop an integrated planning, capacity and performance measurement model that aligns business functions, processes, and resources to produce maximum value.

To achieve these objectives we will implement the SI projects, continue to identify and implement new opportunities for service enhancements, efficiencies, and cost recovery and revenue opportunities, implement organizational wide integrated planning and management tools and practices such as a project portfolio management solution, an integrated planning model, and a performance measurement framework.

We will measure success by tracking the SI outcomes of improved service, money or person hour efficiencies, enhanced partnerships, and cost recovery or revenue opportunities. We will also be successful by having enterprise wide frameworks in place that effectively support planning and decision making.

# SUPPORTING PLANS & INITIATIVES

Supporting this 2016 - 2018 Strategic Business Plan are several key supporting strategic plans and initiatives.

## Service Initiative (SI)

The Service Initiative (SI) Program is about redeveloping the organization’s ability to focus on its policing responsibilities within the community and enhance service to the public, while ensuring a sustainable policing model for the future. SI includes five large-scale transformational projects in the areas of demand point of service, frontline deployment, investigative services, control centre, and courts.



## IT Roadmap

The OPS has developed an IT Roadmap that defines technology investments in support of the Chief’s Operational Priorities the OPS Business Plan, and the Service Initiative. The IT Roadmap will provide the OPS with: access to relevant data; integrated, trusted information; responder operational insight; proactive planning and decision making; unified threat assessment and response; and ultimately a safer, more desirable environment. The OPS will begin implementing the IT Roadmap in 2016.

## Staffing Stabilization Plan

We have developed short, medium and long-term stabilization plans to address known staffing pressures. This includes the intent to hire new Members in each year during this business plan cycle, and temporary re-assignments to meet changing business needs.

## Facilities Strategic Plan and Workplace Innovation

OPS facilities are key infrastructure that support police operations, and many of these facilities require updating to ensure the safety of the users and OPS personnel. The OPS has developed a long-term facilities strategic plan (2014-2031) to ensure that our real property infrastructure meets current and future needs. The total plan, including a new facility in the south will provide just over 800,000 sq. ft. from the current 596,000 sq. ft.

## Financial Resources / Budget

The OPS 2016 budget was approved by the Police Services Board, and by City Council in December 2015. The 2017 and 2018 budgets are forecasts, and will be tabled for approval in November/December of each year.

	2016	2017	2018
<b>OPERATING BUDGET</b>			
Base (2015)	\$269.8	\$277.1	\$287.1
Maintain Services	\$5.9	\$7.4	\$7.8
25 Officers	\$1.3	\$2.1	\$2.1
IM/IT Roadmap	\$2.2	\$2.6	\$2.1
SI and Efficiencies	(\$2.0)	(\$2.0)	(\$2.0)
User Fees and Revenues	(\$0.2)	(\$0.2)	(\$0.2)
<b>Total Net Expenditures</b>	<b>\$177.1 M</b>	<b>\$287.0</b>	<b>\$296.9</b>
<b>CAPITAL BUDGET</b>	<b>\$16.4 M</b>	<b>\$14.7 M</b>	<b>\$57.1 M</b>

# MEASURING SUCCESS

The OPS firmly believes that one of the most powerful accountability mechanisms is the establishment of performance metrics that demonstrate how we are doing since you can't manage what you can't monitor.

We are measuring our success at two levels: the achievement of our goals and objectives as set out in this business plan; and the achievement of organizational performance.

The OPS uses industry accepted targeted outcomes to measure organizational success. A decade ago, the Police Services Board approved the “*Moore + One*” performance model which is based on work conducted by Harvard researcher Mark Moore, and input from the Citizen Advisory Committee and Public Safety Canada’s Economics of Policing Summit.



- **Public perception of community safety / security** – enhancing public safety and security levels at home, in neighbourhoods and in public places
- **Crime and victimization rates** – reducing crime and victimization within the community
- **Fair, efficient and effective use of resources** – managing and administering police resources (value for money)
- **Neighbourhood problem-solving / impact on quality of life** – helping communities address local problems and consequential impact on quality of life
- **Community satisfaction and legitimacy with those policed** – measuring the cumulative outcome of policing efforts by those who call the police and pay for the service
- **Offender accountability** – arresting offenders and bringing offenders to justice
- **Fair, efficient and effective use of force and authority** – ensuring that legislative powers and authorities are used appropriately
- **Member engagement** – engaging, developing, and supporting our members throughout their careers.

Recent development in the field by Public Safety Canada reinforces this model, and we have developed a variety of metrics for each of the eight outcomes, as well as other operational and executive measures. We also contribute to several local and provincial performance measurement initiatives that contribute to the ongoing discussion, improvement and transparency of police performance measures. To report on our achievements, we will:

- use surveys to ask you how we are meeting your needs and attaining our priorities;
- provide forums to gain a better understanding of your issues;
- present twice annually to the Ottawa Police Services Board, easily understandable scorecards on our progress for our business plan;
- publish traditional indicators on crime, calls and disorder such as crime and clearance rates; and
- provide details on the results of our Service Initiative program.